



State of Illinois

Project Name: IL-Public Safety Broadband Network (IL-PSBN)

Project Plan

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State of Illinois

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State of Illinois
Project Name: IL-Public Safety Broadband Network

SECTION ONE
Project Charter

Prepared by:
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State of Illinois

SECTION ONE

IL - Public Safety Broadband Network

Project Charter

The Project Charter is issued by the Executive Sponsor, who formally recognizes and authorizes the project and provides the Project Manager the authority to apply organizational resources.¹

Vision/Project Goal

The Illinois Terrorism Task Force Public Safety Broadband Network Working Group (ITTF IL-PSBN WG) is made up of the multi-discipline and multi-jurisdictional public safety stakeholder community in Illinois. The purpose of the ITTF IL-PSBN WG is to make a recommendation based on input from the public safety community to the Homeland Security Advisor, the state's Chief Information Officer and ultimately the Governor on how Illinois public safety stakeholders would like to proceed with FirstNet. Its goal is to prepare for the state consultation with FirstNet by providing education/outreach, gathering stakeholder input, and acting as advocates for all of Illinois public safety.

- Open lines of communications so when asked for general or specific information the structure and mechanisms exist to secure the needs
- Solicit responses from multi-jurisdictional/multi-discipline stakeholders' perspective
- Serve as Public Safety Technology Advocates for all Illinois stakeholders

Background and Business Case

The Middle Class Tax Relief and Job Creation Act of 2012 (Act) establishes the First Responder Network Authority (FirstNet) as an independent authority within the National Telecommunications and Information Administration (NTIA) and authorizes FirstNet to take all actions necessary to ensure the design, construction, and operation of a nationwide public safety broadband network (NPSBN). The Act further directs NTIA to establish a grant program to assist state, regional, tribal, and local jurisdictions with identifying, planning, and implementing the most efficient and effective means to use and integrate the infrastructure, equipment, and other architecture associated with the NPSBN.

To support the directives of the Act, the NTIA established the State and Local Interoperability Grant Program (SLIGP), which provides funding to help states satisfy the statutory consultation requirement and to ensure the success of this congressionally mandated program. In addition to a state match requirement of 20% (\$813,480), the SLIGP has allocated **\$4,067,403** in funding to the State of Illinois to support planning, consultation,

¹ PMBOK Guide, 4th Edition, p.434.

and data collection activities related to the establishment of the State of Illinois component of the NPSBN.

The State of Illinois held an NPSBN planning workshop in June 2012 and developed an initial Public Safety Broadband Planning document as part of a program sponsored by the U.S. Department of Homeland Security Office of Emergency Communications. During the development of this initial plan, numerous state and local agencies came together to determine wireless data needs, challenges, coverage expectations and limitations, current operating systems, and infrastructure needs for public safety agencies operating in the State of Illinois. In support of this effort, data was collected and summarized in the form of graphs and charts to document the findings of local, state, and regional public safety wireless data usage and the initial desired condition of the State of Illinois integration into the NPSBN. This planning document formulates the basis for describing the public safety needs for the State of Illinois centric plan as part of the NPSBN.

Project Scope

Although the federal government plans to develop and implement an NPSBN, the state network will be less broad and more focused on the needs of Illinois and its residents. The development of a strategy should be a coordinated effort, and it should both seek and incorporate input from all stakeholder partners. The SLIGP goals specifically address preparation of a comprehensive plan as part of the existing Statewide Communications Interoperability Plan (SCIP) to describe the public safety needs that FirstNet is expected to address.

The project Advisory Panel has identified five phases that are needed to realize the IL-PSBN. Phases one and two are in the scope of this project. Phases three, four, and five are not in the scope of this project and will be addressed as separate projects as work on the IL-PSBN progresses.

1. Education outreach awareness and initial consultation
2. Data collection
3. Proposal review
4. Oversight of FirstNet implementation plan or execution of Illinois opt-out implementation plan
5. Sustainment and management of ongoing operations

The following related activities specific to phases one and two **are included** in the scope of this project:

- Establish governance
- Staff the project office

- Identify users and ensure state, local, and rural representation
- Define emergency responder
- Engage public safety stakeholders through outreach and two-way communication, education, awareness, and training
- Provide advocacy to FirstNet, FCC, and other organizational bodies
- Adopt standards for integration of FirstNet into the Communications Ecosystem
- Gather data on Public Safety requirements for cellular broadband data in Illinois
- Provide input based on Illinois' requirements to FirstNet for inclusion into their network services procurement.
- Develop and evaluate the business case for IL-PSBN, which includes planning for sustainment

The following related activities **are not** within the scope of this project:

- Proposal review
- Oversight of FirstNet implementation plan or execution of IL opt-out implementation plan
- Support and management of the ongoing system operations
- Design, build, and implementation of the system

Project Objectives

As a requirement of the SLIGP, FirstNet has established goals that Illinois intends to satisfy as a result of SLIGP activities. The initial IL-PSBN project plan incorporated all of these goals, in addition to goals that are specific to IL-PSBN. Throughout the SLIGP period of performance, NTIA will require the state to show that it is on track to accomplish these activities by the end of the grant period:

- Establish a governance structure, or expand existing structure, to consult with FirstNet
- Develop procedures to ensure local and rural representation and participation in the consultation process
- Create a process for education and outreach among local and rural officials, public safety users, and other stakeholders about the nationwide public safety broadband network
- Identify potential public safety users of the public safety broadband network
- Develop a standard memorandum of agreement (MOA) to facilitate the use of existing infrastructure with private sector entities that have been chosen by FirstNet to build, operate, and maintain the network on public safety infrastructure, or identify the legal barriers to creating a standard MOA and describe potential remedies

- Develop staffing plans that include local and rural representation in data collection activities in consultation with FirstNet
- Prepare or modify a comprehensive plan as part of the existing Statewide Communications Interoperability Plan (SCIP) describing the public safety needs that FirstNet is expected to address
- Consult with FirstNet regarding coverage needs, user requirements, network hardening and resiliency requirements, and data collections activities as defined by FirstNet

The initial IL-PSBN plan summarized additional objectives the state hoped to accomplish during implementation of a broadband data solution for Illinois' emergency first responders. The Illinois-specific goals and objectives for the IL-PSBN as endorsed by the ITTF are listed below and can be accomplished as part of the overall plan:

- Understand the FirstNet funding mechanism and identify funding strategies and financial resources that accommodate implementation, on-going operational maintenance, and upgrade costs.
- Educate state, local, and county decision-makers about public safety broadband technology, including explaining the need for broadband, finances, and the importance of on-going maintenance.
- Establish procurement policies that comply with state and local requirements and codes.
- Improve public safety personnel's understanding of broadband and the benefits it brings.
- Stay well-informed of developments in the deployment of the NPSBN and on-going FirstNet efforts to better align the State of Illinois plan to national level planning.
- Coordinate with FirstNet and nearby states to ensure full utilization of existing and additional infrastructure and ensure seamless interoperability.
- Enable and encourage the creation of new mobile applications to support the needs of public safety.
- Develop formal policies in accordance with FirstNet guidelines that address development, security, access, prioritization, disaster recovery, and continuity of operations.
- Take advantage of existing communications infrastructure within the state and identify any additional infrastructure that will be needed.

Assumptions and Constraints

The project has the following assumptions:

- A project manager will be assigned to this project
- Subject Matter Experts (SMEs) will be available to provide functional expertise and support
- Illinois Law Enforcement Alarm System (ILEAS) will provide administrative support through the SLIGP period of performance
- FirstNet will provide the State of Illinois with appropriate information and support

The project has the following constraints:

- Project funding is limited to the SLIGP terms
- SMEs may have limited hours per month to provide functional expertise and support
- Project funding is limited due to current financial constraints
- The schedule and timeline from FirstNet is incomplete
- Analysis of similar projects does not exist as the implementation of an NPSBN is unprecedented
- There are limited allowable costs for marketing materials
- No long-term funding source available to support program outreach and coordination after the completion of the SLIGP performance period

Initial Project Risks

The project has the following risks:

1. Issues with spectrum exist, including the need to move from T-Band, and Illinois is operating under a waiver for the 700 MHz spectrum. Originally allocated to STARCOM21, but now belongs to FirstNet
2. Continued funding for building the NPSBN is uncertain
3. Project team members' priorities may be re-aligned
4. Loss of support by sponsors or elected officials at the state and national levels
5. Challenges coordinating with other ongoing priorities and projects will occur
6. Planning for changes in key project staff must be completed
7. Public safety acceptance of project without clear system costs for usage

Project Staff Resources and Responsibilities

To ensure there is effective project governance, the following staff resources are assigned to this project with the designated roles, responsibilities, and authority, based on the following parameters.

WHAT: Develop a decision-making structure for the IL-PSBN project that:

- provides leadership and accountability,
- defines the business of the organization,
- analyzes technical environments, policies and solutions, and
- effectively manages projects.

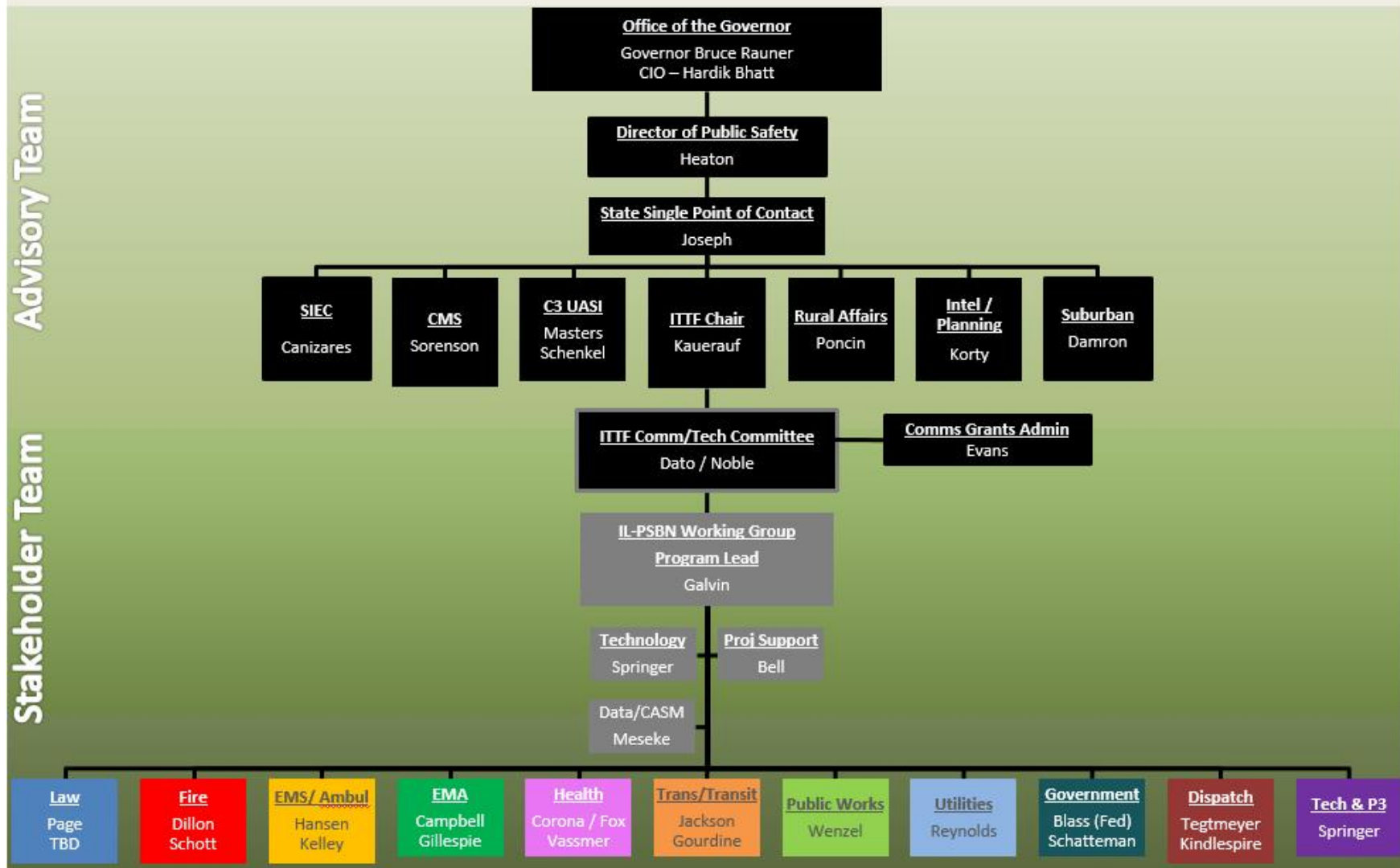
WHY: To ensure that there is a well-defined decision-making structure with clear responsibilities and authority, that the structure is officially sanctioned, and that it involves users to address business problems.

WHO: Organization leadership (executive/senior management), users (patrol officers, investigators, fire fighters, emergency medical services (EMS) providers, dispatchers, records clerks, crime analysts, community policing experts, etc.), a dedicated Project Manager, and technical staff.

WHEN: Immediately.

The following core resources will be needed in order to plan this project. Additional resource requirements may be identified during the planning process.

ITTF IL-PSBN Working Group Governance Structure



Role: Executive Sponsor

Who: The Homeland Security Advisor as the FirstNet State Single Point of Contact (SPOC) working in coordination with the state Chief Information Officer (CIO) and reporting to the governor will serve as the Executive Sponsor.

Responsibilities:

- Receive and review regular status updates from the IL-PSBN Working Group Chair, who is serving as the Program/Project Manager.
- Provide course correction and assist in the management of risk
- Approve any deviation from original scope and budget

Authority: Removes project barriers and garners resources. Has final authority on all decisions.

Role: Advisory Panel

Who: The ITTF IL-PSBN Advisory Panel (Advisory Panel) includes but is not limited to the following representatives:

- ITTF Chair
- Chicago Cook County Urban Area Security Initiative (C3 UASI)
- IL Department of Central Management Services (CMS)
- State Interoperability Executive Committee (SIEC)
- Planning/Intelligence
- Rural
- Suburban

Responsibilities:

- Adopt a shared vision
- Commit to and guide the project
- Dedicate resources
- Keep well-informed of project progress, risks, challenges, and successes
- Provide update reports to Executive Sponsor
- Remove project barriers
- Overcome policy and personnel obstacles
- Render decisions on issues that impact project scope, time, and cost

The Advisory Panel will provide constant guidance and oversight to the project, its progress and deliverables, and will make most decisions related to the project. They will keep the Executive Sponsor informed of project progress and advise the Sponsor of specific action the Sponsor may need to take to remove project barriers or to garner resources. Additionally, because Advisory Panel members are often individuals from organizations that are involved in broader strategic planning initiatives, they will make sure that the project is properly aligned with the state's budget, as well as overall business objectives.

Authority: This group will ensure that a structured project management process is adopted and followed for the project. The Advisory Panel reports to the Executive Sponsor.

Role: Project Manager / Program Lead

Who: The Statewide Interoperability Coordinator (SWIC) serving as the IL-PSBN Working Group Chair and Program Lead is assigned as the Project Manager/Program Lead.

Responsibilities:

- Provide overall project direction
- Manage the project's schedule
- Serve as a single point of contact with vendors
- Direct/lead team members toward project objectives
- Review and approve project deliverables
- Provide low-level problem resolution
- Serve as liaison to the Advisory Panel

Lead the project in determining the tasks and resources required to accomplish the work defined by the scope; establish a project plan that includes the schedule, budget, and communications plan; communicate and provide regular status updates to Project Owner to include task accomplished, task planned for upcoming period, task remaining, funding overview (budget, current expenditures, planned expenditures), issues open, issues closed; obtain approvals of the project plan; monitor the work and budget against the approved plans; manage risk and issues identified by stakeholders and team members.

Authority: The Project Manager must be selected with careful consideration and may need to be empowered to forego his or her normal duties and assignments, sometimes for periods of several years or more, depending on the project.

The Project Manager is responsible for virtually all aspects of the initiative and is formally accountable to both the Advisory Committee and the Executive Sponsor. Informally, the Project Manager is accountable to the User and Technical Committees. In the event that outside assistance is used—such as contract consultants, the Project Manager will also be responsible for coordinating activities in terms of adopting any recommended project methodology and/or deliverables and facilitating resources (e.g., ensuring that a group of individuals are available for a meeting).

The Project Manager assumes the greatest degree of project responsibility and accountability within this framework. The Project Manager reports to the Advisory Panel and the Executive Sponsor. The Project Manager has as much authority as the Executive Sponsor provides.

Role: Technology Lead

Who: FirstNet System Architect²

Responsibilities:

- Understand the vision proposed by the Advisory Panel and the Public Safety Stakeholders (User Group) workflow and First Responder requirements.
- Analyze the existing public safety technical environment.
- Research and propose technical solutions to the First Responder requirements and problems of the state's public safety stakeholders.
- Identify and document technical issues as required
- Develop written recommendation on selection of broadband options most suitable to meet public safety needs
- Coordinate testing; help create the test management plan.
- Identify overall user requirements from all stakeholders, both current applications and likely near-term future requirements.

Coordinate the efforts of governmental and non-governmental organizations in Illinois working to implement FirstNet and ensure compliance with Federal Regulations.

Authority: The Technology Lead will take cues directly from the User Group. Once the User Group has defined what it needs from a business perspective, the Technology Lead will analyze those needs with a focus on the state's current technical environment and potential industry solutions. The Technology Lead will be heavily involved in either "building" the solution in-house or evaluating solutions proposed by vendors. The Technology Lead will also design and develop the network to meet public safety and federal requirements, meet the current applications of the users, and participate in planning for the lifecycle of the network. The Technology Lead will make important recommendations about support and maintenance of the IL-PSBN. This Lead reports to the Project Manager.

² See FirstNet System Architecture Job Description for additional detail.

Role: Outreach Lead

Who: Public Safety Broadband Outreach Specialist³ (VACANT at this time)

Responsibilities:

- Understand the vision proposed by the Advisory Panel and the Public Safety Stakeholders (User Group) workflow and First Responder requirements
- Analyze the state’s existing education and outreach environment.
- Research and propose solutions to the state’s IL-PSBN education and outreach needs and problems
- Identify and document education and outreach issues as required
- Initiate and manage the statewide education and outreach program—which must reach potential Illinois stakeholders in the planned NPSBN

Design an outreach and education program to involve stakeholders in firefighting, emergency medical response, law enforcement, public health, electric and gas utilities, water and wastewater utilities, transportation, transit, building and land use, elected officials and others throughout the state.

Authority: The Outreach Lead will take cues directly from the User Group. Once the User Group has defined what it needs from a business perspective, the Outreach Lead will analyze those needs with a focus on the state’s education and outreach environment and potential solutions. The Outreach Lead will be heavily involved in either “building” education and outreach solution in-house or evaluating solutions proposed by vendors. The Outreach Lead will also oversee the preparation and delivery of multimedia education, outreach, and public information materials. This Lead reports to the Project Manager.

³ See Outreach Specialist Job Description for additional detail.

Role: Grants Lead**Who:** SLIGP Program Manager⁴**Responsibilities:**

- Understand the vision proposed by the Advisory Panel and the Public Safety Stakeholders (User Group) workflow and first responder requirements
- Analyze the existing grant requirements and funding environment
- Develop and write Requests for Proposals
- Participate in consultations to maintain policy and technical coordination with stakeholders
- Identify and document grant issues as required
- Coordinate funding and reporting requirements

Authority: The Grants Lead will take cues directly from the Project Manager. The Grant Lead functions as the administrator, organizes, plans executes, controls, and evaluates activities associated with the SLIGP. This Lead provides input to the Project Manager.

⁴ See Executive II – OPT P1 Job Description for additional detail.

Role: Project Support Lead**Who:** Grant and Travel Coordinator⁵**Responsibilities:**

- Understand the vision proposed by the Advisory Panel and the Public Safety Stakeholders (User Group) workflow and First Responder requirements
- Analyze the support needs of the project team related to grant and travel coordination and administrative support
- Research and propose solutions to the state's IL-PSBN project needs and problems

Identify and document project issues as required, coordinate meetings, conferences, webinars, and other project support activities as needed.

Authority: The Project Support Lead will take cues directly from the Project Manager. The Project Support Lead will be heavily involved in marketing and administrative tasks.

⁵ See Grant & Travel Coordinator Job Description for additional detail.

Role: Public Safety Stakeholders (User Group)

Who: The ITTF IL-PSBN User Group includes, but is not limited to, the following representatives:

- Law Enforcement
- Fire
- EMS
- EMA
- Health
- Transportation/Transit
- Public Works
- Government (Federal and Local)
- Utilities
- Dispatch
- Public Private Partnership (P3)
- **Others as needed **

Responsibilities: Assist and support in creating a project charter and ultimately the project plan. Analyze existing needs and requirements for first responders and establish the requirements of the new Public Safety Broadband Wireless Network.

Provide functional expertise on First Responder operational needs and current systems to assist with requirements definition, create test cases and scenarios, execute tests, and perform training on use of the IL-PSBN.

Authority: This group will be charged with analyzing current public safety operations and practices, identifying ways to improve workflow and efficiency, and defining how the system will support first responder requirements to make their work more efficient and effective and solve particular problems. The User Group will evaluate software and technical solutions to their business requirements. This group reports to the Project Manager.

High-level Timeline

The milestone list below is a high-level schedule—each one of these tasks will have more detailed backup associated with a full work breakdown.

Governance Milestones	Target Date
Review draft SCIP plan revisions	Complete
Make recommendations to the ITTF on acceptance of SCIP plan modifications	Complete
Appoint Membership of the IL-PSBN Advisory Panel, ITTF User Group and conduct initial organizational meetings	Complete
Identify primary local government stakeholders and secondary responders (i.e. ITTF vertical disciplines)	Complete
Prepare recommendations to the SPOC and CIO to support FirstNet consultations	
Review outreach and education plans, and consistently monitor education sessions	Ongoing
Provide periodic reports to the SPOC and CIO on status and issues from the local perspective	Ongoing

Education and Outreach Milestones	Target Date
Develop initial portfolio of information	Complete
Conduct education and outreach sessions to SIEC, ITTF Users Group, and other stakeholders as identified	Complete
Conduct education and outreach briefings to legislature and state executive officers	

SLIGP Phase Planning Milestones	Target Date
Prepare for initial FirstNet consultation meeting	Complete
Begin education and outreach for ITTF working group	Complete
Report on commercial broadband services	
Define requirements for the IL-PSBN	
Complete state and local asset database	In Process
Develop memorandum of agreement template for use of state and local assets	

Until FirstNet releases the business model and plan for the State of Illinois, the target dates for completion of the non-SLIGP planning activities are pending. The following table serves as a placeholder for the non-SLIGP Project Milestones.

Non-SLIGP Project Milestones	Target Date
Development of the IL-PSBN Business Plan	
Operations and Maintenance planning (sustainment)	
Development of the Opt-In / Opt-Out Report and recommendations to the Governor	

Preliminary Budget

The budget includes all the estimated costs for the project activities and deliverables. A realistic budget takes into account internal/external one-time and reoccurring cost estimates. It is created by the Project Manager in cooperation with financial representatives after the scope is defined and the schedule completed. The budget may also include lifecycle planning to promote sustainment.

The primary budget will identify some of the key elements associated with initial and recurring costs in terms of people, materials, equipment, and services (both internal and external) to complete and maintain the entire project. The preliminary budget will only be an estimate at this initial phase to help determine the scope of cost associated with the project.

As previous noted, in addition to a state match requirement of 20% (\$813,480), the SLIGP has provided **\$4,067,403** in funding to the State of Illinois to support planning, consultation, and data collection activities related to the establishment of the State of Illinois component of the NPSBN. Throughout the SLIGP period of performance, NTIA will require the state to meet reporting requirements.

Project Success Requirements-Performance Measures

For the project to be successfully completed, the following requirements must be met:

Performance Measure	Success Factor	Complete
How many stakeholders engaged	Reach at least: 4500 Stakeholders by the end of 2015 7500 Stakeholders by the end of 2016	On Track
How many conferences presented	75% of all known conferences that include potential users of FirstNet	On Track
Draft opt-in opt-out recommendation report	Draft Complete	
What percentage of entities completed the Mobile Data Survey Tool (MDST)	Goal of 5% of all Public Safety Response agencies by the end of 2015	Complete

Data collection of assets	Report submitted to FirstNet and accepted.	Ongoing
Capture needs of public safety	As documented in the FirstNet proposal back to the State of Illinois.	Ongoing
Number of presentations conducted at associations	Hit all known relevant association conferences at least once. More if the association desires it.	Ongoing
Functioning Governance Structure	Creation of a multi-jurisdictional, multi-discipline, diverse geographic separation stakeholder community. At least 25 people participate in every monthly conference call.	Ongoing
Effective local and rural representation and participation in the consultation process	Inclusion of rural members on the Stakeholder Committee. Outreach offered to every county jurisdiction in the state.	Complete
Identified public safety users eligible to use the public safety broadband network	Documented and accounted for.	Complete
Approved memorandum of agreement (MOA) for FirstNet infrastructure, and the related policies and procedures	Execution of MOA.	
Accurate FirstNet planning information added to the existing Statewide Communications Interoperability Plan (SCIP)	Inclusion of goals and objectives relative to Illinois activities around FirstNet.	Complete
Successful consultation with FirstNet regarding network requirements, and data collections activities as defined by FirstNet	Consultation(s) complete. Illinois' needs met/addressed.	July 14 2015

Follow-up Actions to take:

- After the Project Charter has been drafted, present it to the IL-PSBN Advisory Panel for review and feedback. After that, panel members and the Executive Sponsor should sign the finished document.
- **Communicate:** The Project Manager should distribute the Charter to anyone who has a stake in the project.

State of Illinois
Project Name: IL-Public Safety Broadband Network

SECTION TWO
Marketing Communications Plan

Prepared by:
Joe Galvin, Statewide Interoperability Coordinator (SWIC)
State of Illinois

SECTION TWO

IL - Public Safety Broadband Network

Marketing Communications Plan

Illinois FirstNet Mission

The Illinois Terrorism Task Force Communications and Technology Committee, Public Safety Broadband Network Working Group (ITTF IL-PSBN WG) is made up of the multi-discipline and multi-jurisdictional public safety stakeholder community in Illinois. The purpose of the ITTF IL-PSBN WG is to make a recommendation based on input from the public safety community to the Homeland Security Advisor, the state's Chief Information Officer and ultimately the Governor on how Illinois public safety stakeholders would like to proceed with FirstNet. Its goal is to prepare for the state consultation with FirstNet by providing education/outreach, gathering stakeholder input, and acting as advocates for all of Illinois public safety.

Illinois FirstNet Project Goals

- Open lines of communications so when asked for general or specific information, the structure and mechanisms exist to secure the needs;
- Get input from multi-jurisdictional/multi-discipline perspective;
- Act as public safety advocates for all Illinois stakeholders;
- Prepare for state consultation;
- Establish or enhance a governance structure to consult with FirstNet;
- Ensure state and local representation when the state is consulting with FirstNet;
- Conduct education and outreach for all relevant stakeholders who will be involved in the PSBN;
- Identify potential public safety users for the PSBN;
- Develop a standard memorandum of agreement appropriate for the state to facilitate the possible sharing of infrastructure with FirstNet; and
- Maximize use of existing public/private assets to reduce cost and speed deployment, as part of the Infrastructure Data Collection process.

Illinois FirstNet Project Phases

1. Awareness, Education, and Outreach
2. Asset Data Collection
3. Design Review and Final Proposal Review & Recommendation
4. Plan Implementation (Outside of the grant as of today)
5. Sustainment and Management of the FirstNet Program (Outside of the grant as of today)

Illinois Marketing Communications Plan Goal:

The primary goal of the State of Illinois Marketing Communications Plan is to build awareness of the Illinois public safety broadband network, its products, and its position through customer-facing materials such as brochures, press releases, web sites, and trade show presentations. The plan will employ an integrated and consistent cross-team approach to these activities that reinforces a message with target audiences and motivates customers to act.

Marketing Communications Plan

Introduction: The Illinois Marketing Communications Plan is key to the early success of FirstNet. Ultimately, this program hinges on persuading significant numbers of public safety agencies to participate in the FirstNet planning process and offer quality feedback. Innovative strategies, a comprehensive understanding of user behavior and aggressive communication of FirstNet capabilities will provide us with an avenue of success.

1. **Creating Brand Awareness:** Repetition is part of creating brand awareness. If our public safety partners see the communication from Illinois FirstNet a number of times, they are more likely to remember us and what our message is. For our public safety audience to get involved in our Illinois FirstNet process, they first need to know:
 - a. Who we are and what we represent (part of a government agency; not a private company trying to sell them a product),
 - b. What we are trying to do (deploying a nationwide network dedicated to public safety).
 - c. Having local public safety representatives present with us, whenever possible, in order to build confidence, show solidarity, show support, and show this is being driven by the stakeholders, not just the state or federal government.
2. **Outreach:** Communication will prove to be the key to everything we do at FirstNet Illinois. Therefore, we will focus on creating and enhancing opportunities to engage in a two-way dialogue with public safety and other key partners.
 - a. **Informational Session:** Continually present basic facts and familiarize stakeholders with what FirstNet is about:
 - i. Time Frame: Today until the grant period expires, with a focus on getting 70% completed by late summer of 2015
 - ii. Agenda and Topics to be Covered – 5-30 minute presentation
 1. Our Mission
 2. FirstNet Project
 - iii. Rollout Implementation
 1. Individual Stakeholder Meetings
 2. Group Stakeholder Meetings
 3. Associations

4. Mutual Aid Organizations
 5. ILEAS, MABAS, IEMA Regions
 6. State agency districts (Hospital Regions, State Police Dist., & DOT Dist.)
- b. **Planning Session:** Conduct a facilitator-lead discussion about FirstNet with an in-depth session about local public safety communications needs (coverage, features, etc.)
- i. Time Frame: Today until the grant period expires with a focus on getting 70% completed by late summer of 2015
 - ii. Agenda and Topics to be Covered – 60-120 minute presentation
 1. Our Mission
 2. FirstNet Project
 3. Discuss Coverage
 4. How local jurisdictions can be involved/how you use data today
 5. Applications
 6. Current State—what are you using
 - iii. Rollout Implementation **See map later in this section**
 1. Single County or City
 2. Multi County (Possible)
 3. Final step will be to put up a master calendar of events on the FirstNet Project Website.
 - a. Broadcast through the associations and statewide mutual aid organization.
- c. **Statewide Conference Session:** Conduct three Outreach Conferences to include various governmental agencies and taxing bodies from a multi-discipline approach.
- i. Time Frame: Late 2015
 - ii. Agenda and Topics to be Covered
 1. Our Mission
 2. FirstNet Project
 3. Possible Tracks
 - a. Management/Executive
 - b. Technology
 - c. Users
 - iii. Rollout Implementation
 1. Oak Brook
 - a. Open to 250 participants
 - b. Northern Illinois
 - c. Chicago UASI
 - d. Metro Area (Urban and Suburban)

- e. Some rural (Northwestern Illinois)
 - 2. Springfield
 - a. Open to 250 participants
 - b. Central Illinois
 - c. Seat of state government
 - d. Some outlying large cities (100K)
 - e. Some rural
 - 3. Mt. Vernon
 - a. Open to 250 participants
 - b. St. Louis UASI
 - c. Southern Illinois
 - d. More rural
- d. **In-State Conferences:** Present at state conference, either the main session or a breakout session, as well as staff a small booth (at select sessions)
 - i. Illinois Assoc. of Fire Protection Districts, June (Springfield)
 - ii. Illinois Sheriffs' Association, August (Decatur)
 - iii. Midwest Security & Police, August (Tinley Park)
 - iv. Illinois Municipal League, September (Chicago)
 - v. Illinois Emergency Management Agency Conference, September (Springfield)
 - vi. Illinois Public Works Mutual Aid Network, October (Bloomington)
 - vii. Illinois Firefighter's Association, October (Urbana)
 - viii. Illinois State Ambulance Association, October (East Peoria)
 - ix. Illinois Fire Chiefs Association, October (Peoria)
 - x. Illinois Public Safety Telecommunications Association, October (Springfield)
 - xi. Illinois Tactical Officers Association, November (Oak Brook)
 - xii. Others as required

3. **Multi-Media Outreach program includes but not limited to:**

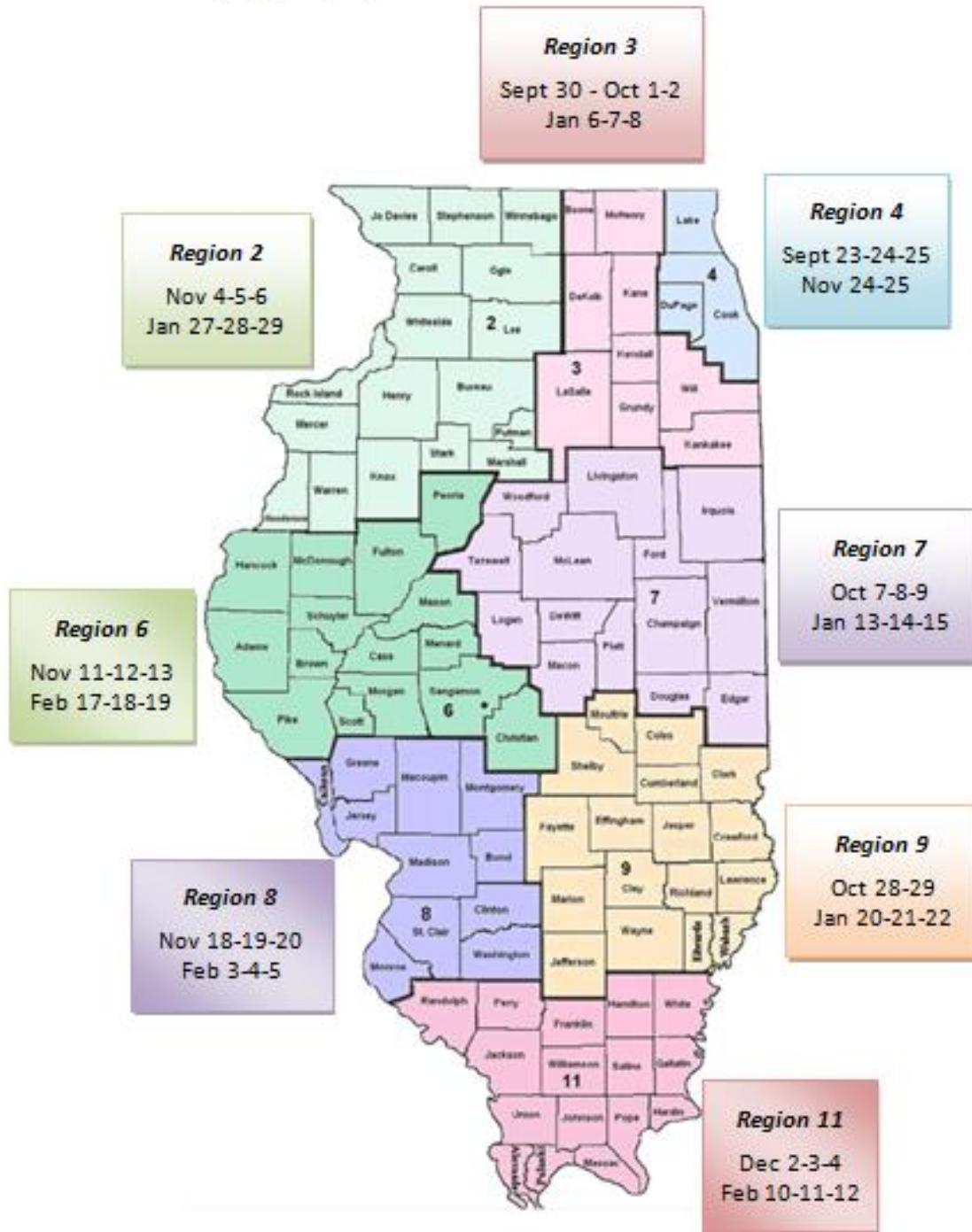
- a. Update our state FirstNet Website; (www.IllinoisFirstNet.gov) include tabs with specific information for various disciplines and a feedback area.
- b. Video; produce an informational video that will explain what PSBN is, what is needed to make it a success, and how it will be a tool for public safety.
 - i. Possibly incorporate any videos FirstNet or other states create
- c. Create an Illinois-specific Frequently Asked Questions (FAQ) document
- d. Webinars; conduct a series of webinars that will allow people to participate in the FirstNet development process without leaving their office. This will also provide a good avenue for focus groups and input.

- e. Online training and other strategies; similar to the information available in the webinar, but the online portion would include training that can be taken around the clock, based on the time availability of the first responders.
- f. Statewide conferences; this series of conferences held in various geographical areas will be our opportunity to host members from all disciplines of public safety as well as our private industry partners, providing them with information and receiving the feedback needed.
- g. Attend other neighboring states' broadband activities as well as invite them to attend ours.
- h. Local or regional level workshops to provide a more specific survey of what the region is looking for or needs.
- i. Focused, knowledge-based access via a website or central repository for Illinois stakeholders.
- j. Face-to-Face meetings to provide an intimate exchange of information with site-specific criteria and needs analysis.
- k. Public Service Announcements; creating the FirstNet brand and getting all of the targeted partnerships' information.
- l. Locally produced media to show local support of FirstNet and provide a "by us, for us" mentality amongst stakeholders.
- m. Social Media (Facebook, etc.); another way to share and receive information from several stakeholders in various disciplines.
- n. Direct mail as needed to get information out.
- o. Direct email to provide regular updates or encourage feedback.
- p. As part of our Governance Structure – Create discipline-oriented user groups to get ideas from several users in the same field who may have different ideas and feedback from region to region.
- q. Partner with existing mutual aid organizations; utilizing existing organized groups to partner with in this endeavor, such as ILEAS, MABAS, IESMA, IPWMAN, Illinois Municipal League, State Township Officials, State County Officials, State Township Road Officials, Association Chiefs of Police, EMS State Advisory Council, Illinois Association of Fire Protection Districts, Illinois Fire Chiefs Association, Illinois Chapter of Chiefs of Police, Illinois Sheriffs Association, Illinois State Ambulance Association (ISAA), Illinois Agricultural Association/Farm Bureau, Illinois Chapter of the American Public Works Association, Illinois Chapter Association of Illinois Electric Cooperatives (AIEC), Illinois Rural Water Association, Illinois Telecommunication Association (ITA), Illinois Hospital Association (IHA), Illinois Rural Health Association (IRHA), Illinois Chapter of APCO, and the Illinois Chapter of NENA.
- r. A unified message from local/regional leaders that can be identified as the "local" go-to people. Feedback from our rural departments indicates information will

have more credibility. Workshops will be championed by professional associations as well.

4. **Gather User Data:** Communication is a two-way process. Extract pertinent information that will allow us to properly build the system. To do so we will utilize:
 - a. Focus Groups (preferably after each conference or presentation)
 - i. How vertical disciplines will use FirstNet technology
 - ii. How agency executives envision FirstNet being incorporated into design
 - b. Data
 - i. Use the NECP Goal 2 Data that was collected in 2011 as a starting point to see who uses mobile data currently, and how it is being used
 - ii. Use MDST tool
 - iii. Use CASM
 - c. Technology
 - i. Continue to investigate technologies
 - ii. Create a work group focused on technology issues.
 1. State
 2. Multi-state
 - iii. System Architect to visit sites across the country to learn about FirstNet technology
 1. Harris County, TX
 2. Adams County, CO
 3. LA RICS
 4. Etc.

Available times 10am, 2pm, or 7pm;



Targeted Major Cities:

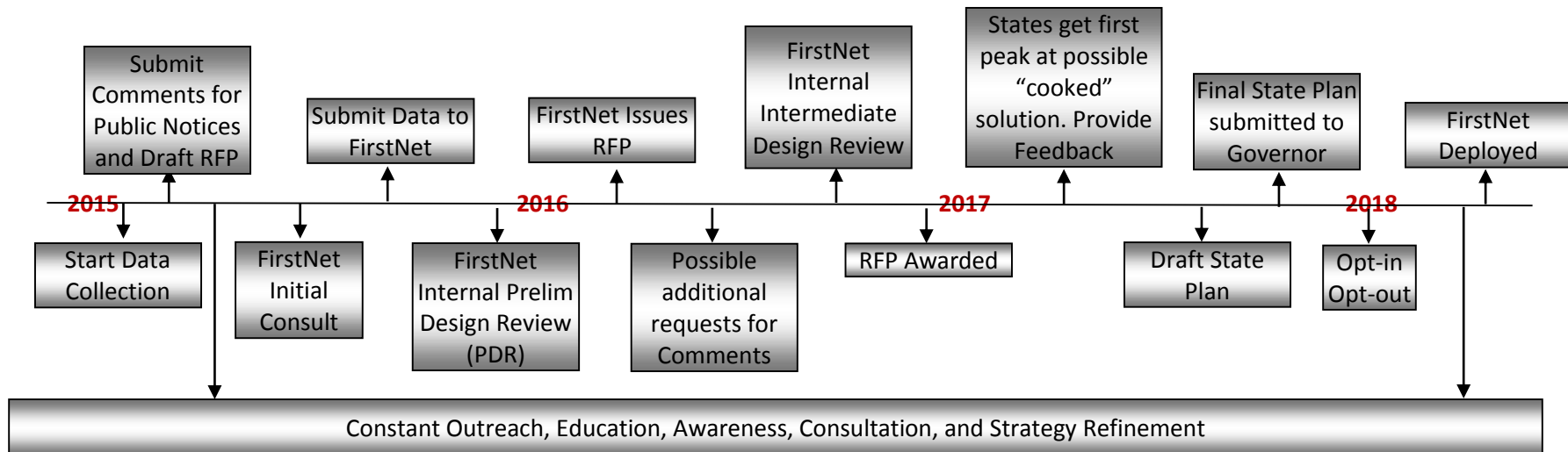
City	Complete
Chicago	X
Aurora	X
Rockford	X
Joliet	X
Naperville	X
Springfield	X
Peoria	X
Elgin	X
Champaign	X
Bloomington	X
Rock Island	X
Urbana	X
Mt. Vernon	X
Others as needed	X

State Agency Rollout:

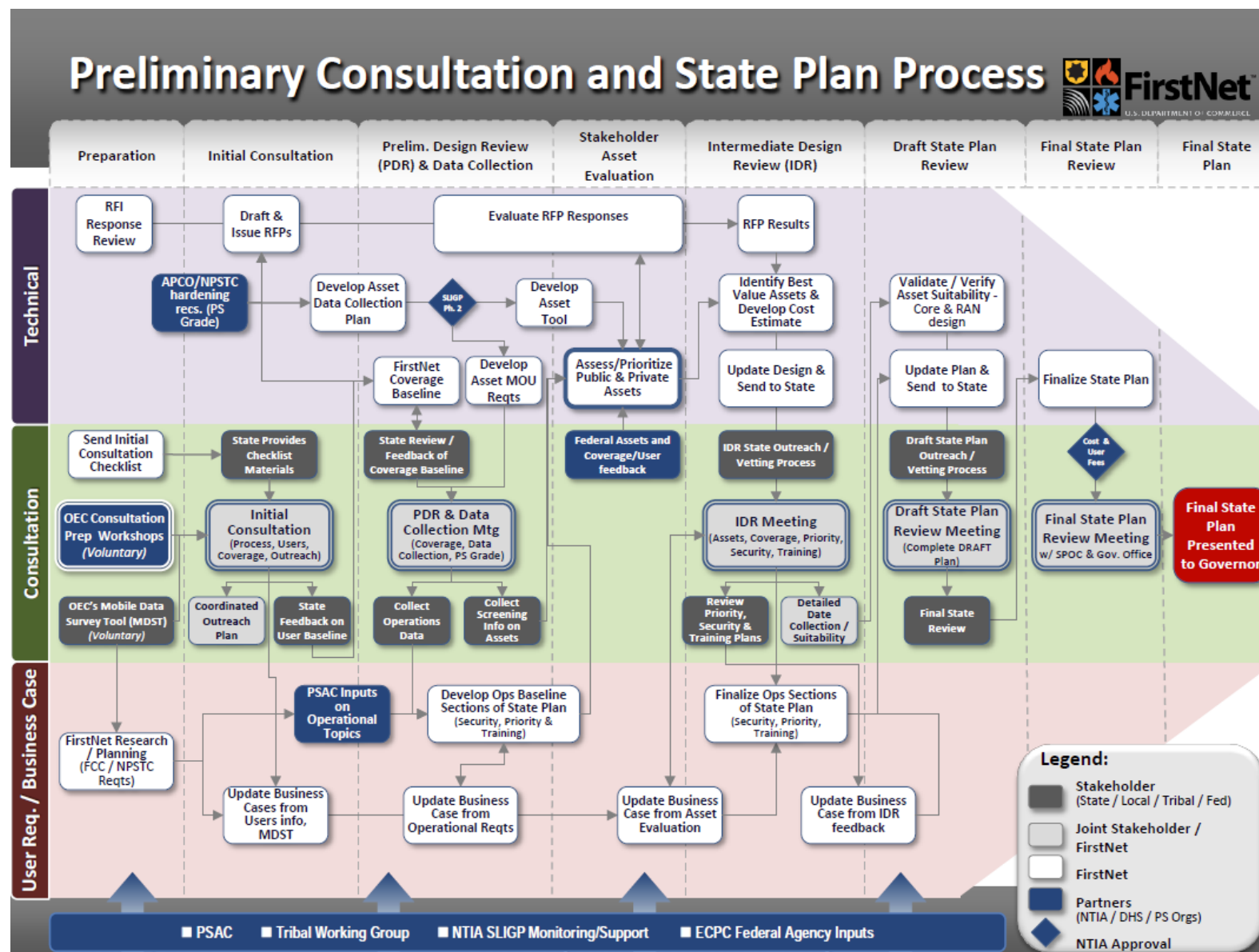
Agency	Complete
IAG - Illinois Attorney General	
ICMS - Illinois Central Management Services	X
ICCP - Illinois Commerce Commission Police	X
IEPA - Illinois Environmental Protection Agency	X
IDHS - Illinois Department of Human Services	
IDOC - Illinois Department of Corrections	X
IDOR - Illinois Department of Revenue	
IDOT - Illinois Department of Transportation	X
IDNR - Illinois Dept. of Natural Resources Office of Law Enforcement	X
IDNR - Illinois Dept. of Natural Resources Office of Land Management	X
IDPH - Illinois Department of Public Health	X
IEMA - Illinois Emergency Management Agency	X
IGB - Illinois Gaming Board	
ING - Illinois National Guard	X
IOEIG - Illinois Office of The Executive Inspector General	
ISP - Illinois State Police	X
ISSP - Illinois Secretary of State Police	X
ISSP - Illinois Secretary of State Police Capitol Police Investigation	X
ISTHA - Illinois State Toll Highway Authority (Tollway)	X
OSFM - Illinois Office of the State Fire Marshal	X

Project Schedule (Joe's 'Crystal Ball' Estimate)

Detailed Preliminary Project Schedule from FirstNet on the next page



FirstNet Preliminary Project Roadmap (Note: No Dates)



State of Illinois
Project Name: IL-Public Safety Broadband Network

SECTION THREE
Phase II Data Collection

Prepared by:
Joe Galvin, Statewide Interoperability Coordinator (SWIC)
State of Illinois

SECTION THREE

IL - Public Safety Broadband Network

Phase II Data Collection

FirstNet Data Collection Requirement

As part of the Illinois FirstNet project plan, we will be gathering data on the needs of Illinois Public Safety responders for cellular broadband data services.

FirstNet is requiring that states and territories collect data on requirements and usage of mobile data. This information will be used to develop FirstNet's Request for Proposals for their network service provider. FirstNet is requesting information on the following topics:

1. **Coverage:** Identify desired coverage within the state or territory and proposed build out phases.
2. **Users and Operational Areas:** Gather information on the eligible user base and their respective operational areas.
3. **Capacity Planning:** Estimate current data usage today from typical users with indicators of potential growth.
4. **Current Providers/Procurement:** Identify current service providers and plans, procurement vehicles, and barriers to adoption.
5. **State Plan Decision Process:** Document the final state plan review process prior to submission to the Governor and any potential barriers/issues FirstNet should be aware of.

The information regarding topics 1-4 is due to FirstNet by September 30, 2015. Topic 5 is due by December 31, 2015.

Illinois Methodology

Illinois FirstNet will use the following data sources:

- Existing agency databases of users, for example, from Illinois Law Enforcement Alarm System (ILEAS), Mutual Aid Box Alarm System (MABAS), Illinois Public Works Mutual Aid Network (IPWMAN), Illinois Emergency Services Mutual Aid (IESMA), and others. This will give us counts of personnel, vehicles and operational areas.
- We will also use the Communications Survey and Mapping Tool (CASM) supplied by the Department of Homeland Security, Office of Communications, to gather data about public safety agencies in Illinois, including agency headcount, and available resources such as communications towers. This effort will require a cleanup of the data in CASM, as most agencies have not kept their agency information updated since their original entries.
- Incident Data, showing locations of incidents in Illinois, for example, Computer Aided Dispatch (CAD) data collected from various agencies to cover a 12-month period of operations. National Fire Incident Reporting System (NFIRS) data covering a 12-month

period. These and similar data points will be collected to show where incidents happen, especially in relation to geographic areas and population centers.

- Surveys of users which include user counts, mobile data use, and other data sets, for example, the Mobile Data Survey Tool (MDST) and a simplified internal State of Illinois survey tool for a smaller data set. This will give us usage, costs, device types, and other information on current mobile data use.
- Coverage requirements gathered from users, such as emergency managers and other similar personnel. This will show where coverage is needed most as well as the level of coverage required (in-building, on street, vehicular). Our starting point for coverage in Illinois is vehicular coverage over 98% of the state at a data rate of 768 Kbps download, and 256 Kbps upload, at 50% loading of a site. Our coverage requirements will vary based on input from the potential user base showing their particular coverage requirements.
- Current cellular data service contracts for public safety agencies, for example Central Management Services, City of Chicago, and others. This information will provide information on both capacity planning, as well as current procurements and pricing.

Illinois FirstNet will analyze the data received and, in the case of incomplete data sets, use statistical analysis to generate estimated statewide data based on the statistical samples we actually receive. We believe this will give us valid estimates that will be usable by FirstNet in the writing of their RFP.

Summary

Illinois FirstNet is well positioned to perform the requested data collection and analysis with the current full-time staff, with additional assistance from subject matter experts as part-time employees used for specific tasks during data collection. Illinois FirstNet believes that we will be able to gather an accurate set of data for use by FirstNet, in the most fiscally responsible manner to reduce costs to both the State of Illinois as well as FirstNet.

State of Illinois
Project Name: IL-Public Safety Broadband Network

SECTION FOUR

Project Risk Management Plan

Prepared by:
Joe Galvin, Statewide Interoperability Coordinator (SWIC)
State of Illinois

SECTION FOUR

IL - Public Safety Broadband Network

Risk Management Plan

The Project Risk Management Plan is developed collaboratively by the Executive Sponsor, Project Manager and Advisory Panel, Users, and Support Team Leads (technology, outreach, grants, and project support), and issued by the IL-PSBN Working Group Chair/Program Lead (Project Manager).

Risk Management planning is a proactive approach to identifying and managing potential risks and developing contingency plans to mitigate or avoid the negative impact of the risks associated with public safety projects.

Preparing for potential risks helps to ensure that the state's response is planned, measured, and controlled. All project stakeholders help maintain the Risk Management Plan continuously throughout the lifecycle of the project; however, formal risk management planning can only start once the scope of the project has been identified because it is difficult to identify risks until your project scope is refined.

Project Staff Risk Management Responsibilities

Project staff will have the following risk management responsibilities. Although managing project risk is ultimately the responsibility of the Project Manager, the participative engagement and response of the entire project team are essential.

Role: Executive Sponsor

Responsibilities: Receive and review regular status updates from Project Manager. Provide course correction and assist in managing risk. Approve any deviation from original scope and budget.

Role: Project Manager

Responsibilities: Lead the project to determine the tasks and resources required to accomplish the work defined by the scope; establish a project plan that includes the schedule, budget, and communications plan; communicate and provide regular status updates to Project Owner, to include tasks accomplished, tasks planned for upcoming period, tasks remaining, funding overview (budget, current expenditures, planned expenditures), issues open, and issues closed; obtain approvals of the project plan; monitor the work and budget against the approved plans; manage risk and issues identified by stakeholders and team members.

Role: Advisory Panel, Users, and Leads

Responsibilities: Identify and report risks and, if possible, suggested responses to the Project Manager.

Role: ITTF vertical disciplines and SMEs

Responsibilities: Identify and report risks and, if possible, suggested responses to the Project Manager.

For each risk identified, classified, and quantified, the project team has developed a response plan. The response plan seeks to identify how the Advisory Panel and Executive Sponsor will minimize the negative impacts associated with any risk occurrence. The actual response is based upon the unique circumstances surrounding the initiative.

The Advisory Panel and Executive Sponsor will consider the following guidelines in developing any risk response plans for this project:

For an impact on project time: Consider methods to prevent the slippage in the first place through (a) careful contract language—including liquidated damages, holdbacks, etc.—and (b) creating a realistic timeline that assumes delays.

For an impact on project quality: Attempt to verify the vendor’s full range of capabilities very early on in the procurement process. Many Risk Management Plans call for vendors to verify their ability to perform before signing contract, while others refuse to consider vendor products that cannot supply 80% or more of the required functionality. Additional tools include the insistence that vendors subscribe to fulfilling the letter of the contract as well as the spirit. In such circumstances, agencies identify both the functional specifications—the precise description of how a product should operate—as well as the conceptual goal using a high-level description of how a product should function. Again, the enforceable contract language determines the response.

For an impact on project budget: In general, projects will cost more than original estimates. By identifying the extent of a budget overage in the Risk Management Plan, the Advisory Panel and Executive Sponsor can identify a project contingency that should be a concrete budgetary line item. As a general rule, agencies assume that their project will require 10%–15% more funds than those originally estimated.

The following represents the Project Risk Plan developed for this project.

1. *If the state cannot resolve the current spectrum issues within the FirstNet timeline—including the need to move from the T-band and operating under a waiver for the current IL 700 spectrum that belongs to FirstNet—the project cannot be completed within the criteria that would meet the needs of Illinois public safety users.*
 - Likelihood – Likely
 - Area of Impact and Quantification
 - Scope – Reduced functionality
 - Time – 2-4 years
 - Budget – Total budget
 - Quality – Reduced functionality and operational efficiency

- Severity - High
 - Tolerance - Mitigate
 - Responsible Party - Executive Sponsor
 - Risk Response Plan – Legislative and regulatory efforts will be required to mitigate. The move off of T-Band is in the enabling law and must be reversed by the U.S. Congress. This will require cooperation between the states and cities affected, education of members of Congress, and effective lobbying to change the law. The 700 MHz spectrum issue requires funding to move State of Illinois users to another part of the 700MHz spectrum. This funding should come from the FirstNet budget. This will require effective education and lobbying of FirstNet, the FCC, and potentially Congress.
2. *Once the SLIGP funds are expended, continued funding for building the NPSBN is uncertain. If the proposed source does not provide adequate funds or funding priorities change resulting in a reduction in funding, the project cannot be completed.*
- Likelihood - Possible
 - Area of Impact and Quantification
 - Scope – Reduced functionality
 - Time – Indefinite delay
 - Budget – Total budget
 - Quality – Reduced functionality and operational efficiency
 - Severity - High
 - Tolerance - Avoid
 - Responsible Party - Executive Sponsor
 - Risk Response Plan - Maintain and execute education and outreach plan. Educate decision-makers on the business case. Continue positive relationships with other stakeholders.
3. *After the project and its resources have been approved, project team members' priorities may be re-aligned, which would affect the project implementation timeline.*
- Likelihood - Remote
 - Area of Impact and Quantification
 - Scope – No effect anticipated
 - Time – 6 months–1 year
 - Budget – Increased human resource expenses over the life of the project
 - Quality – No effect anticipated
 - Severity - Medium
 - Tolerance - Mitigate
 - Responsible Party – Executive Sponsor
 - Risk Response Plan – Ensure project documentation is maintained. Conduct succession planning. Train staff in basic project management.
4. *Over time a loss of support by sponsors or elected officials at the state and national levels could occur and affect project completion.*
- Likelihood - Possible

- Area of Impact and Quantification
 - Scope – Reduced functionality
 - Time – Indefinite delay
 - Budget – Total budget
 - Quality – Reduced functionality and operational efficiency
- Severity - High
- Tolerance - Avoid
- Responsible Party - Executive Sponsor
- Risk Response Plan – Maintain and execute education and outreach plan. Educate decision-makers on the business case. Continue positive relationships with city representatives.

5. *Challenges coordinating with other ongoing priorities and projects must be managed.*

- Likelihood - Possible
- Area of Impact and Quantification
 - Scope – No effect anticipated
 - Time – Compression or extension of timeline possible.
 - Budget – Increase if timeline is extended.
 - Quality - Decrease in quality if no response to impacts of scope, time, and cost.
- Severity - Low
- Tolerance - Mitigate
- Responsible Party – Project Manager
- Risk Response Plan - Coordinate with internal and external stakeholders regarding ongoing priorities and other projects to minimize downtime and impacts.

6. *Over time, changes in key project staff will occur, so planning for changes in key project staff must be completed.*

- Likelihood - Likely
- Area of Impact and Quantification
 - Scope – No effect anticipated
 - Time – 6 months–1 year
 - Budget – Increased human resource expenses over the life of the project
 - Quality – No effect anticipated
- Severity - Medium
- Tolerance - Mitigate
- Responsible Party – Executive Sponsor
- Risk Response Plan – Ensure project documentation is maintained. Ensure staff has basic project management training. Conduct succession planning.

7. *Public safety acceptance of project without clear system costs for usage*

- Likelihood - Likely
- Area of Impact and Quantification
 - Scope – No effect anticipated
 - Time – 6 months–1 year

- Budget – Increased human resource expenses over the life of the project
 - Quality – No effect anticipated
- Severity - Medium
- Tolerance - Mitigate
- Responsible Party – Project Manager
- Risk Response Plan – Ensure federal FirstNet office understands this concern. Let the Illinois stakeholders know we are aware of the issue and have relayed to the federal FirstNet authorities that the cost will need to be equal or less than what we are paying today for commercial service.

Follow-up Actions to take:

- After the Risk Management Plan has been drafted, present it to the Advisory Panel (also known as a Project Steering Committee⁶) for review and feedback. Once the Advisory Panel has reviewed the Risk Management Plan, the Executive Sponsor and committee members should then finalize and sign it.
- Reach out to stakeholders (those who are affected by the project and/or those who can affect the project) and ask them what information they need, when, and how they want it provided.
- **Communicate:** The Project Manager should distribute the Risk Management Plan to anyone who has a stake in the project. Update this document for the entire duration of the project to ensure risk is effectively identified and managed.

⁶ Law Enforcement Tech Guide definition: “Members are generally high-level managers and/or supervisors within the agency. This group will ensure that a structured project management process is adopted and followed. Provides constant guidance and oversight to the project, its progress and deliverables, and will make most decisions related to the project.”

Appendix A - Definitions and Acronyms

Agency	A first responder agency or organization, such as a police department, sheriff, or fire department. Also, a governmental agency, organization or emergency management agency. In general, a group of people providing a service in the interest of public safety with which other public safety agencies need to maintain interoperability. An agency may own, maintain, or use communication assets.
C3 UASI	Chicago Cook County Urban Area Security Initiative
CIO	Chief Information Officer
CMS	Department of Central Management Services
Dispatch Centers	A centralized site receiving and transmitting information and coordinating resources for one or more public safety agencies. It may or may not also serve as a Public Safety Answering Point (PSAP) and may or may not provide console patches.
DHS OEC	Department of Homeland Security Office of Emergency Communications
DOC	Department of Corrections
Encryption	The encoding and/or enciphering of voice transmissions to prevent unauthorized individuals from listening to sensitive information.
End Users	Emergency response personnel possessing either a mobile or handheld radio.
FCC	Federal Communications Commission
FirstNet	The Middle Class Tax Relief and Job Creation Act of 2012 (Act) established the First Responder Network Authority (FirstNet) as an independent authority within the NTIA and authorized FirstNet to take all actions necessary to ensure the design, construction, and operation of a NPSBN.
IEMA	Illinois Emergency Management Agency
ILEAS	Illinois Law Enforcement Alarm System
IL-PSBN	Illinois Public Safety Broadband Network
Infrastructure	The backbone of the radio network including, but not limited to, towers, transmitters, and microwave.
Interoperability	The ability of emergency response officials to share information via voice and data signals on demand, in real time, when needed, and as authorized.
ITTF	Illinois Terrorism Task Force
Jurisdiction	A state, county, city, town, township, or other geographic or political entity.
Local Government	County, municipality, city, township, local public authority, school district, special district, intrastate district, council of governments or any other regional or interstate government entity.
LMR	Land mobile radio. Either portable or mobile two-way radio.
MDST	Mobile Data Survey Tool
MOA	Memorandum of Agreement

Mutual Aid	Mutual aid agreements among agencies, organizations, and jurisdictions provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and after an incident.
NTIA	National Telecommunications and Information Administration
Operational Needs	The various components, including capabilities, skills, knowledge, relationships and other inputs, that are necessary to executing the key activities of an agency.
Opt-in/Opt-out	Once FirstNet has developed a plan, notified the state, and provided each state with funding levels as determined by NTIA, governors will have 90 days to decide whether to opt in and participate in the deployment of the nationwide public safety broadband network or opt out and deploy its own portion of the network. Beginning from the decision to opt out, a state has 180 days to develop and complete a request for proposal (RFP) for the construction, maintenance, and operation of its portion of the network.
P3	Public Private Partnership
Point of Contact (POC)	Individual serving as the coordinator or focal point of information for an agency, radio system, dispatch center, gateway, or radio cache.
PSAP	Public Safety Answering Point. The location that receives 911 calls for service. Generally a public safety dispatch center.
SCIP	Statewide Communications Interoperability Plan
SIEC	State Interoperability Executive Committee
SLIGP	To support the directives of the Act, the NTIA established the State and Local Interoperability Grant Program (SLIGP), which provides funding to help states satisfy the statutory consultation requirement and to ensure the success of this congressionally mandated program.
SME	Subject Matter Expert
SPOC	State Single Point of Contact
SWIC	Statewide Interoperability Coordinator
T-Band	The T-Band (470-512 MHz) is a key spectrum resource allocated for land mobile communications operations in areas of the United States. This spectrum, which comprises television channels 14-20 throughout most of the country, was allocated on a shared basis for land mobile operations by the FCC in 1971.